

**Diversity Dialogue Session
1998
Yearly Report
February 1999**

Overview

This evaluation of NASA Glenn Research Center's Diversity Dialogue Sessions (DDS) is based on participant responses to 266 manager-led sessions at all levels across the Center during calendar year 1998. The data represents an important milestone for the Center in terms of completing the first full year of DDS's Centerwide. The data shows that the Center has made great strides during 1998 in its journey towards becoming a Model Workplace. Overall, 65% of employees indicated excellent, very good, or good prospects for DDS's aiding their group's day-to-day interactions compared to 30% who were less optimistic (fair: 21%/poor: (%)). In general, 45% of employees rated their DDS experience *better than* neutral with only 14% rating their experience *lower than* neutral.

The Center can be proud of its DDS achievement relative to being able to better posture itself in anticipating and responding to diversity challenges, interests and needs. At the same time, the data points to areas where we can still grow, learn and improve.

Some organizations are not fully participating which should make us more mindful of the leadership responsibility we all share in this critical domain. Diversity leadership must **not** be perceived as restricted to "some managers." Diversity leadership works best when it is dispersed throughout an organization.

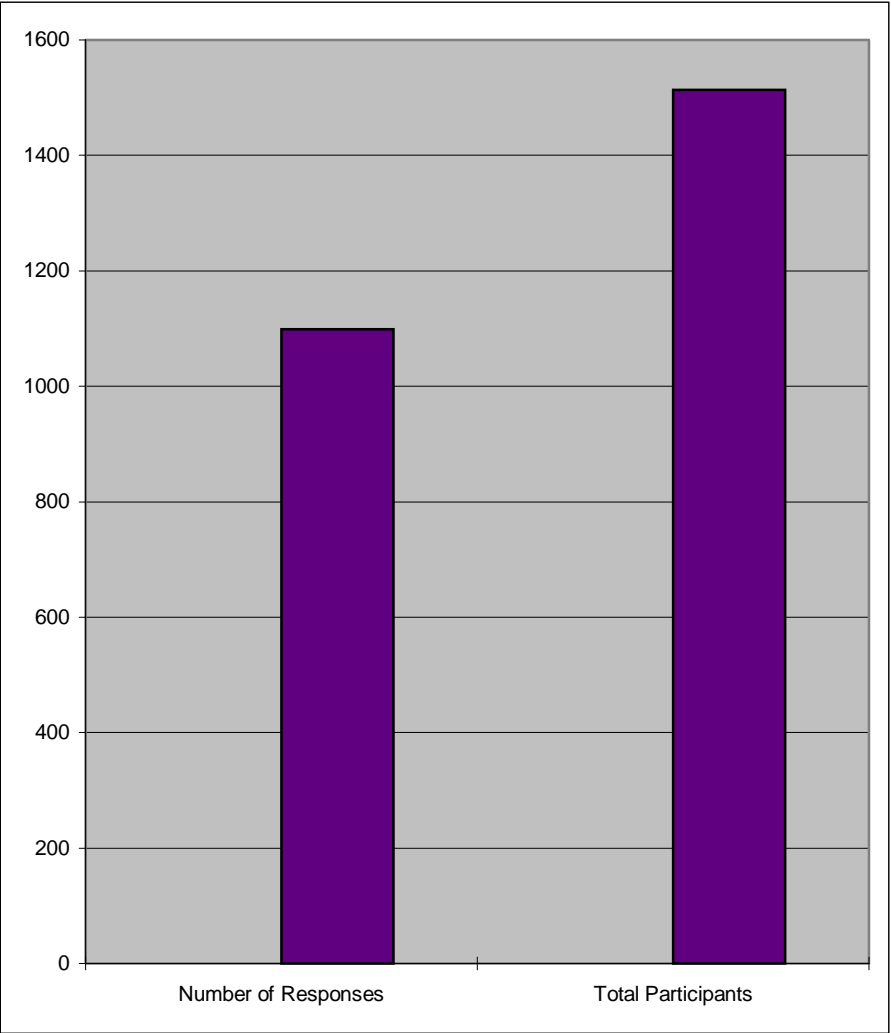
Again, DDS's are a critical vehicle and means provided under New Leadership Strategy in our journey towards becoming a Model Workplace.

Hopefully, the data contained in this report will provide a baseline by which to measure future progress. The results are not intended to be absolute or conclusive but rather suggestive. The focus should be on fact finding and asking questions, not fault finding. For example, what are the short-, mid- and long-range Model Workplace goals we should set in the context of our DDS's? More importantly, how can we best optimize the return on our strategic investment?

Phillip R. Walker, Ph.D.
Director of Diversity
Office of the Director

There were 1514 participants; 1099 Feedback Forms returned

Number of Responses	1099	73% Return Rate
Total Participants	1514	

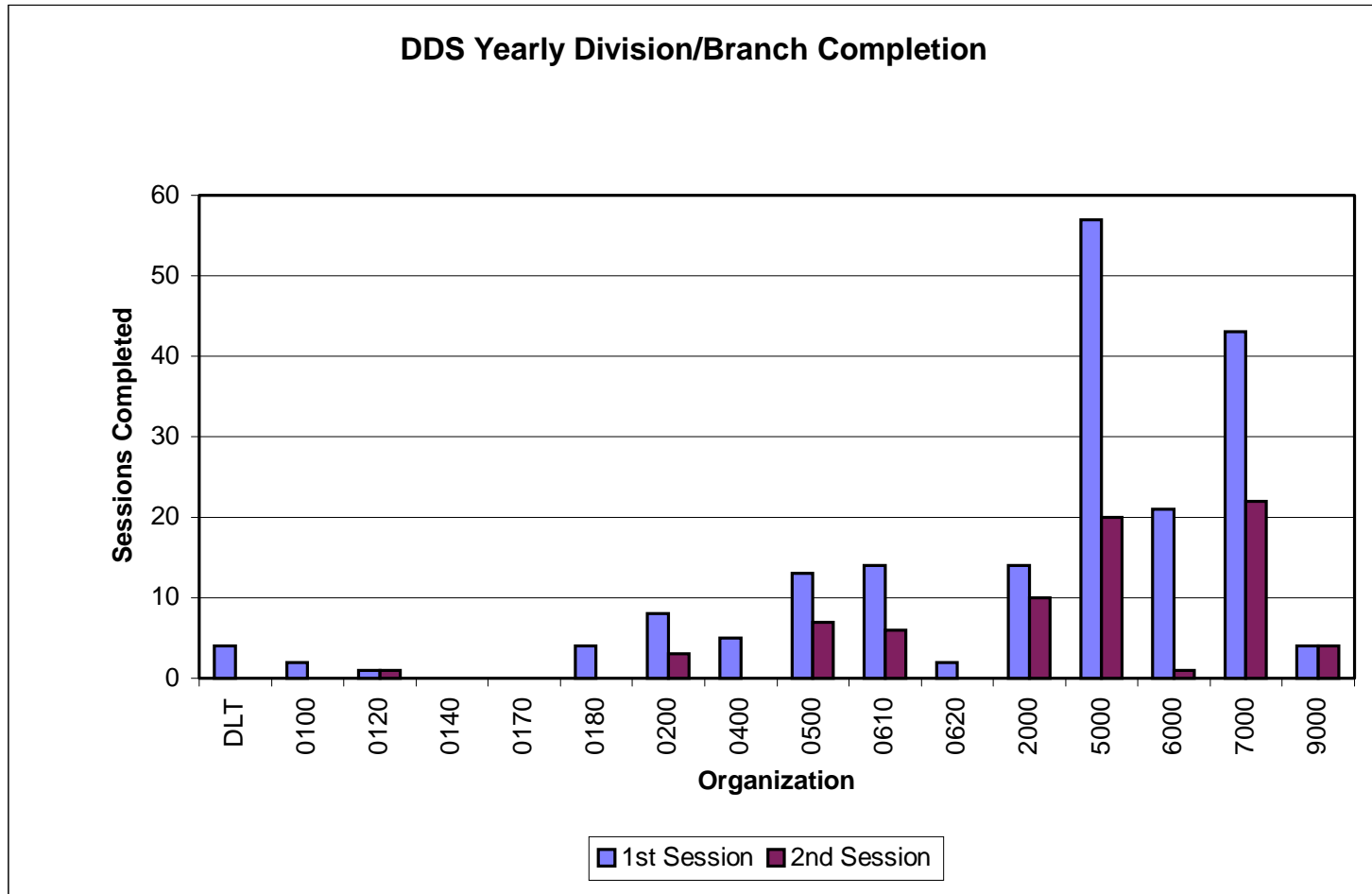


Data collection for this graph began during the second quarter.

Directorate Requirement Completion 1998

Org. Code	First Session	Second Session	Total Sessions	Required Sessions
DLT	4		4	8
0100	2		2	16
0120	1	1	2	8
0140			0	16
0170			0	8
0180	4		4	8
0200	8	3	11	40
0400	5		5	32
0500	13	7	20	48
0610	14	6	20	48
0620	2		2	8
2000	14	10	24	40
5000	57	20	77	304
6000	21	1	22	176
7000	43	22	65	472
9000	4	4	8	32
Totals	192	74	266	1264

Directorate Requirement Completion 1998 (cont'd)



This graph represents the number of Division/Branches who have completed their DDS Quarterly requirements. Blank spaces indicate that no sessions were held.

Diversity Dialogue Sessions by Organization

Calendar Year 1998

Organization Code ***Manager Name***

0120	Bill Sikora
0180	Belinda Hill
0180	Belinda Roberts
0180	Belinda Roberts
0180	Belinda Roberts
0200	Bob Fails
0200	Bob Fails
0200	Robert Fails
0210	Daniel Walker
0220	Christine Root
0220	Christine Root
0222	Joe Kan
0222	Joe Kan
0224	Mark Czupkowski
0224	Mark Czupkowski
0400	Maury Blanton
0400	Maury Blanton
0410	Gwen Davis
0470	Leroy McCreary
0480	Dick Clapper
0500	Bill Wessel
0500	Bill Wessel

<i>Organization Code</i>	<i>Manager Name</i>
0500	Bill Wessel
0500	Bill Wessel
0510	Frank Robinson
0510	Frank Robinson
0520	John Reagan
0520	John Reagan
0520	John Reagan
0520	John Reagan
0530	Manny Dominguez
0530	Manny Dominguez
0530	Manny Dominguez
0540	Michael Blotzer
0540	Mike Blotzer
0550	Ron Mohr
0610	Brad Baker
0610	Brad Baker
0610	Brad Baker
0610	Paivi Tripp/Karin Huth
0611	Paivi Tripp
0611	Paivi Tripp
0611	Paivi Tripp

Diversity Dialogue Sessions by Organization (cont'd)

<i>Organization Code</i>	<i>Manager Name</i>	<i>Organization Code</i>	<i>Manager Name</i>
0612	Ron Everett	2900	John Lytle
0612	Ron Everett	2900	John Lytle
0612	Ron Everett	2900	John Lytle
0612	Ronald Everett	2900	John Lytle
0613	Paul Karla	2900	John Lytle
0614	Ken Delaat	5000	Larry Bober
0614	Ken Delaat	5000	Larry Diehl
0614	Ken DeLaat	5000	Woodrow Whitlow, Jr.
0616	Ronald Sepesi	5100	Hugh Gray
0616	Ronald Sepesi	5100	Hugh Gray
0620	Sandy Kocsis/Chris Kennedy	5100	Hugh Gray
0620	Sandy Kocsis/Chris Kennedy	5100	Hugh Gray
2000	Carol Russo	5100	Hugh Gray
2000	Carol Russo	5100	Hugh Gray
2000	Carol Russo	5120	Mike Nathal
2200	Pete Batterton	5130	Stan Levine
2200	Pete Batterton	5130	Stan Levine
2300	Joe Shaw	5130	Stan Levine
2300	Joe Shaw	5140	Chris Dellacorte
2300	Joe Shaw	5140	Chris Dellacorte
2300	Joe Shaw	5140	Mary Zeller
2400	Tim Wickenheiser	5150	Michael Meador
2400	Tim Wickenheiser	5160	Leslie Greenbauer-Seng
2400	Tim Wickenheiser	5160	Leslie Greenbauer-Seng
2400	Tim Wickenheiser	5160	Leslie Greenbauer-Seng
2400	Tim Wickenheiser/Barb Wiedenmannott	5160	Leslie Greenbauer-Seng

Diversity Dialogue Sessions by Organization (cont'd)

<i>Organization Code</i>	<i>Manager Name</i>	<i>Organization Code</i>	<i>Manager Name</i>
5400	Valerie Lyons	5650	Gene Fujikawa
5400	Valerie Lyons	5650	Gene Fujikawa
5400	Valerie Lyons	5650	Gene Fujikawa
5440	Roshanak Hakimzadeh	5650	Gene Fujikawa
5440	Roshanak Hakimzadeh	5800	Ned Hannum
5480	Bruce Banks	5810	Jerry Wood
5490	Richard Shaltens	5810	Jerry Wood
5500	Walt Merrill	5810	Jerry Wood
5510	Larry Matus	5830	Chi-Ming Lee
5520	Carolyn Mercer	5840	Tom Bond
5520	Carolyn Mercer	5840	Tom Bond
5520	Carolyn Mercer	5840	Tom Bond
5520	Carolyn Mercer	5850	Tom Biesiadny
5530	Leon Collins	5850	Tom Biesiadny
5530	Sanjay Garg	5880	Rich Blech
5600	Dan Williams	5880	Rich Blech
5600	Dan Williams	5880	Rich Blech
5600	Dan Williams	5900	Jim Kiraly
5610	Kul Bhasin	5930	George Stefko
5610	Kul Bhasin	5930	George Stefko
5610	Kul Bhasin	5940	Dennis Huff
5620	Jim Dayton	5950	Jim Zakrajsek
5640	Rich Kunath	6000	Gerry Barna
5640	Richard Kunath	6000	Gerry Barna
5640	Richard Kunath	6000	Gerry Barna

Diversity Dialogue Sessions by Organization (cont'd)

<i>Organization Code</i>	<i>Manager Name</i>	<i>Organization Code</i>	<i>Manager Name</i>
6100	Pete Vrotsos	7105	William Naiman
6100	Pete Vrotsos	7130	Jan Oprea
6100	Pete Vrotsos	7160	Gary Weegmann/Raphael Sanabria
6130	Lou Ignaczak	7160	Gary Weegmann/Raphael Sanabria
6130	Lou Ignaczak	7160	Rafael Sanabria
6140	Denise Ponchak	7170	Joan Oravec
6140	Wayne Whyte	7180	Linda Elonen-Wright
6150	Denise Ponchak	7180	Linda Elonen-Wright, Jerry Lenhart
6150	Wayne White	7400	Mario Castro-Cedeno
6500	Pat Symons	7410	Casey Blaze
6700	Jack Salzman	7450	Dave Petrarca
6701	Janice Gassaway	7500	Richard Danks
6711	Dave Urban	7502	John Shaefer
6712	Bhim Singh	7520	Lynn Irvine
6724	Tom St. Onge	7530	Dallas Lauderdale
6728	Nancy Shaw	7530	Dallas Lauderdale
6729	Angel Otero	7535	James Davis
6900/6920	Tom Labus/Sandy Reehorst	7550/7555	John Hamley
6910	Joyce Wanhainen	7560	Roger Chamberlin
7000	Jose Vega	7565	Osvaldo Rivera
7000	Jose Vega	7565	Osvaldo Rivera
7040	Wayne Bartlett	7700	Jim Dockrill
7100	Sasi Pillay	7715	Armen Asadourian
7100	Sasi Pillay	7715	Armen Asadourian

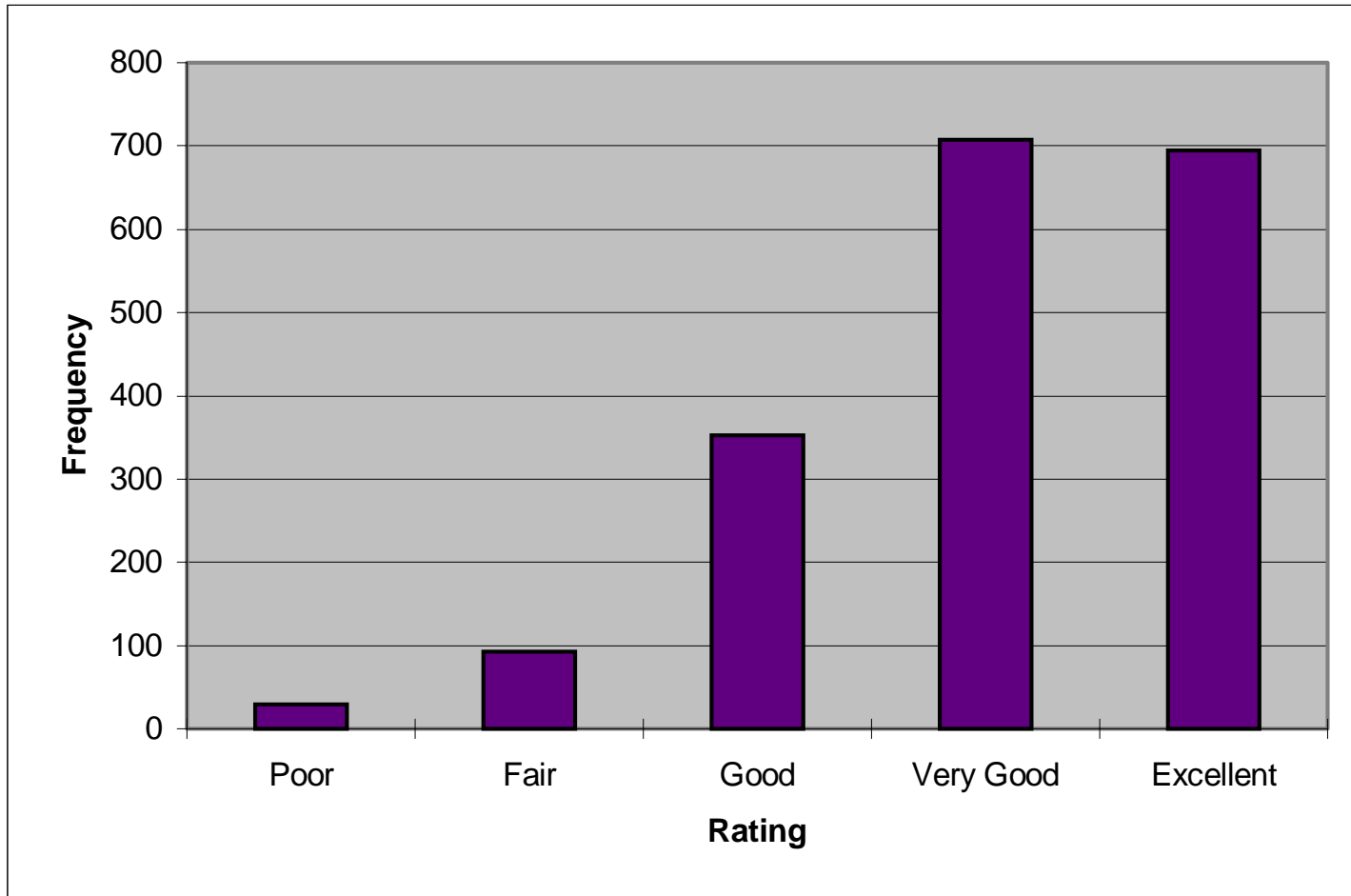
Diversity Dialogue Sessions by Organization (cont'd)

<i>Organization Code</i>	<i>Manager Name</i>	<i>Organization Code</i>	<i>Manager Name</i>
7720	Dawn Emerson	DLT	Don Campbell
7720	Dawn Emerson	DLT	Don Campbell
7725	Kelly McEntire	DLT	Don Campbell
7725	Kelly McEntire	DLT	Don Campbell
7730	Derrick Cheston	PC	Phil Walker
7730	Derrick Cheston	PC	Phil Walker
7735	Rick Manella		
7735	Rick Manella		
7740	Mei-Hwa Liao		
7740	Mei-Hwa Liao		
7750	Carl Daniele		
7750	Carl Daniele		
7755	Fred Yarris		
7755	Fred Yarris		
7760	John Taylor		
7760	John Taylor		
7800	Dave Huntsman		
7800	Dave Huntsman		
7800	Dave Huntsman		
9300	Linda Dukes-Campbell		
9300	Linda Dukes-Campbell		
9400	Larry Viterna		
9400	Larry Viterna		
9400	Larry Viterna		

1. How safe was the environment for dialogue?

Label	Frequency	Percent
Poor	29	2
Fair	93	5
Good	352	19
Very Good	708	37
Excellent	694	37
Missing	19	1
	<hr/> 1895	<hr/> 100%

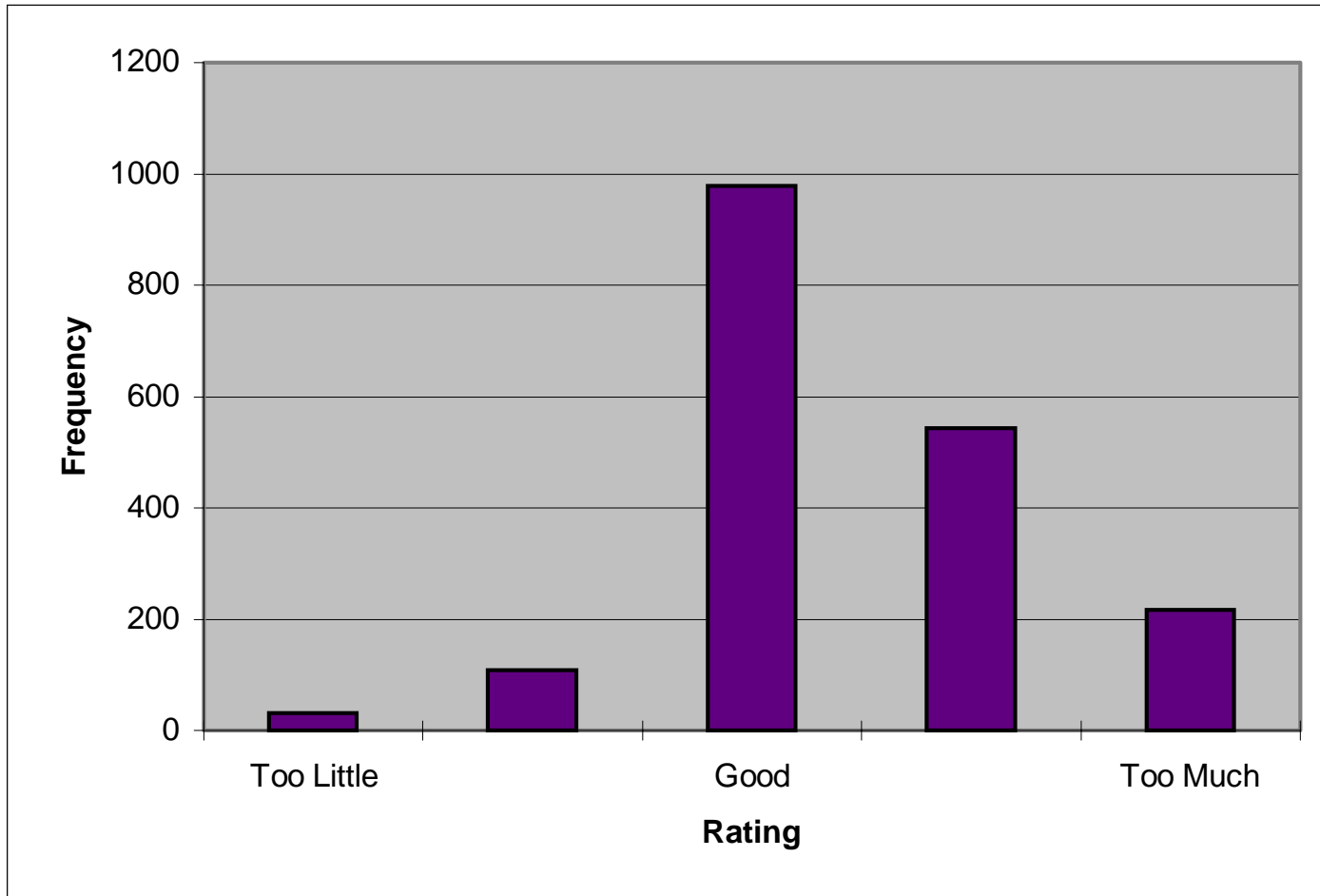
1. How safe was the environment for dialogue? (cont'd)



2. How did you view the amount of time spent on today's topic?

Label	Frequency	Percent
Too Little	31	2
	109	6
Good	978	52
	543	29
Too Much	217	11
Missing	17	1
	1895	100%

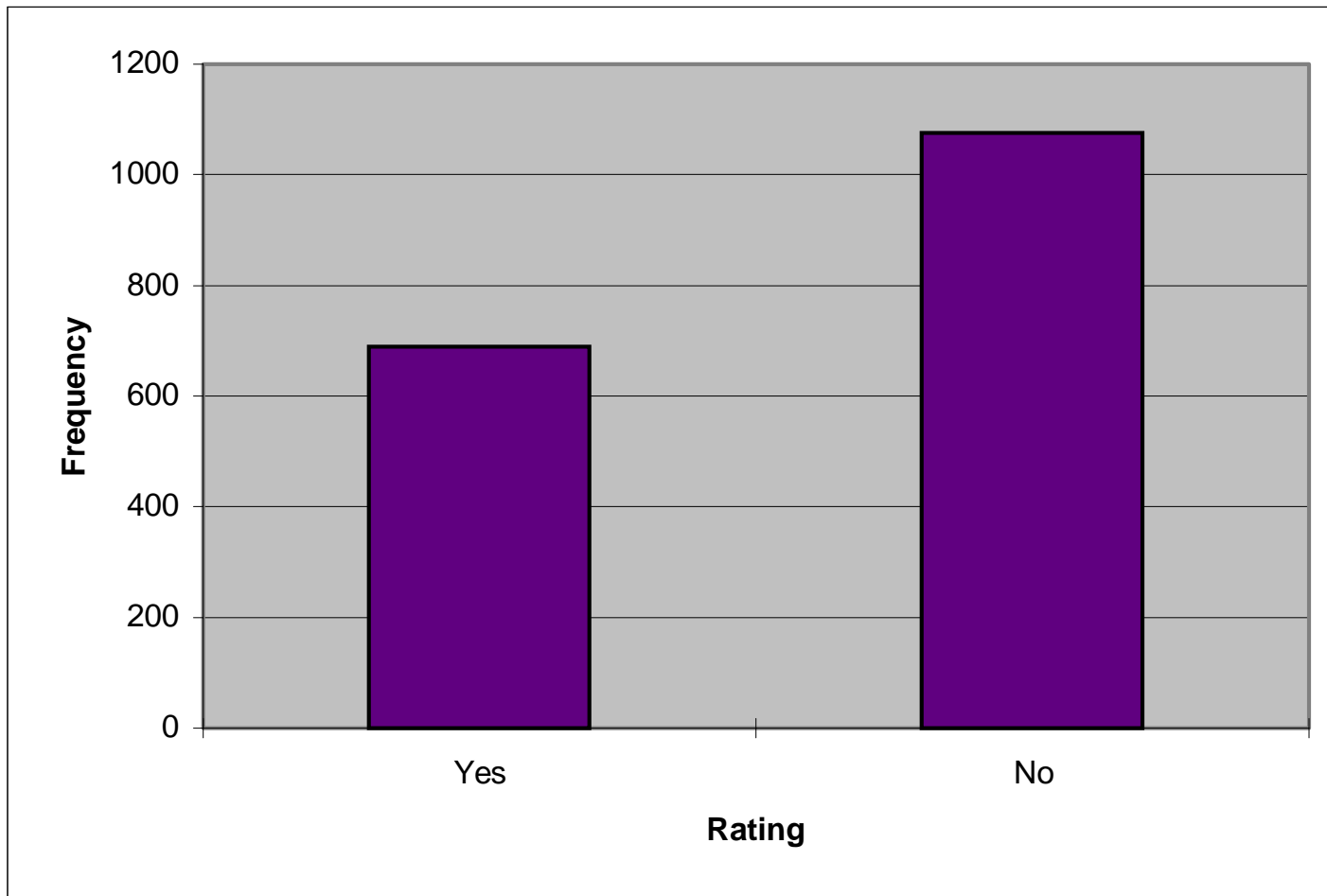
2. How did you view the amount of time spent on today's topic? (cont'd)



3. Would you like to continue to dialogue on this topic?

Label	Frequency	Percent
Yes	689	36
No	1076	57
Missing	130	7
	<hr/> 1895	<hr/> 100%

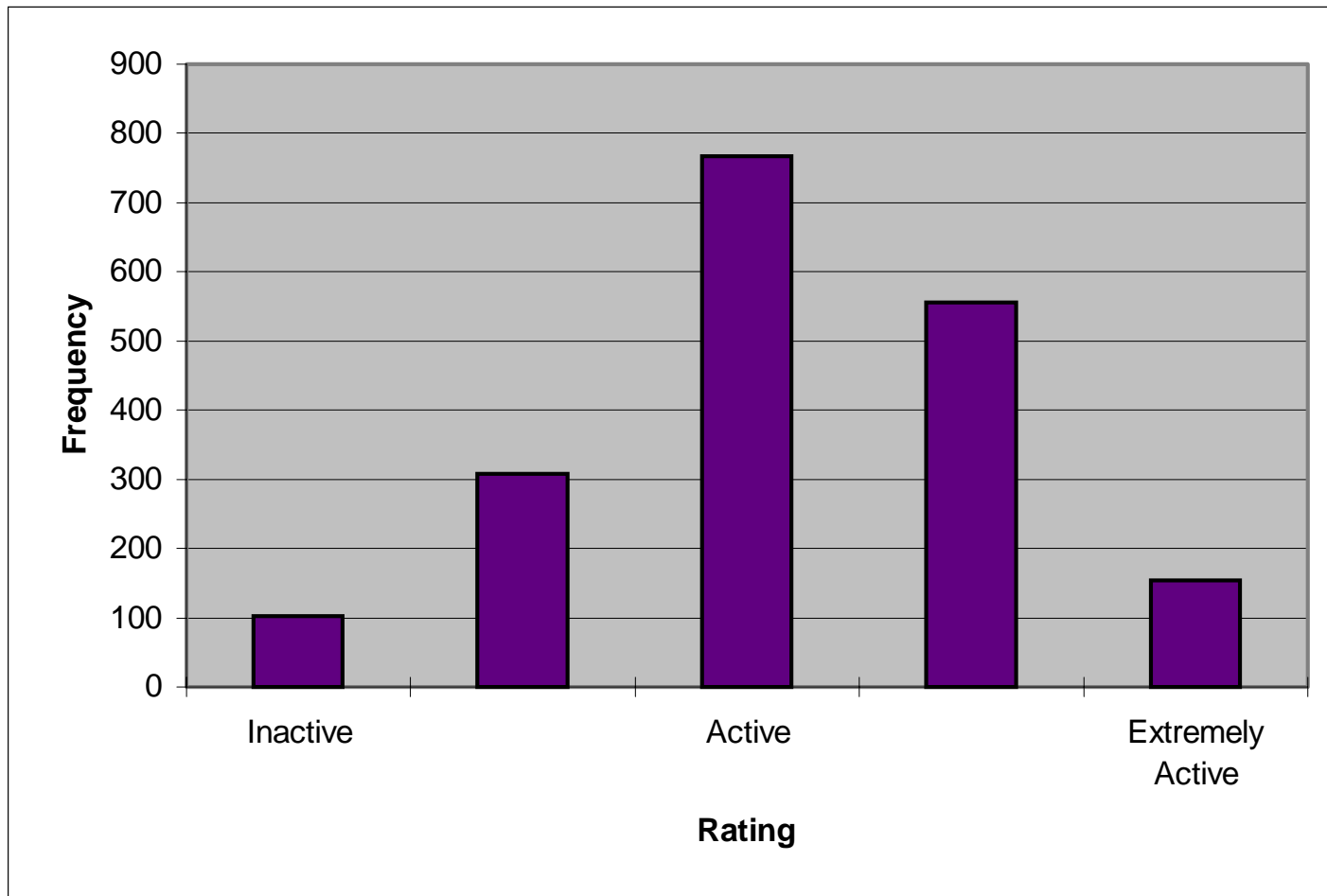
3. Would you like to continue to dialogue on this topic? (cont'd)



4. How did you view your level of participation?

Label	Frequency	Percent
Inactive	102	5
	308	16
Active	767	40
	556	29
Extremely Active	154	8
Missing	8	2
	1895	100%

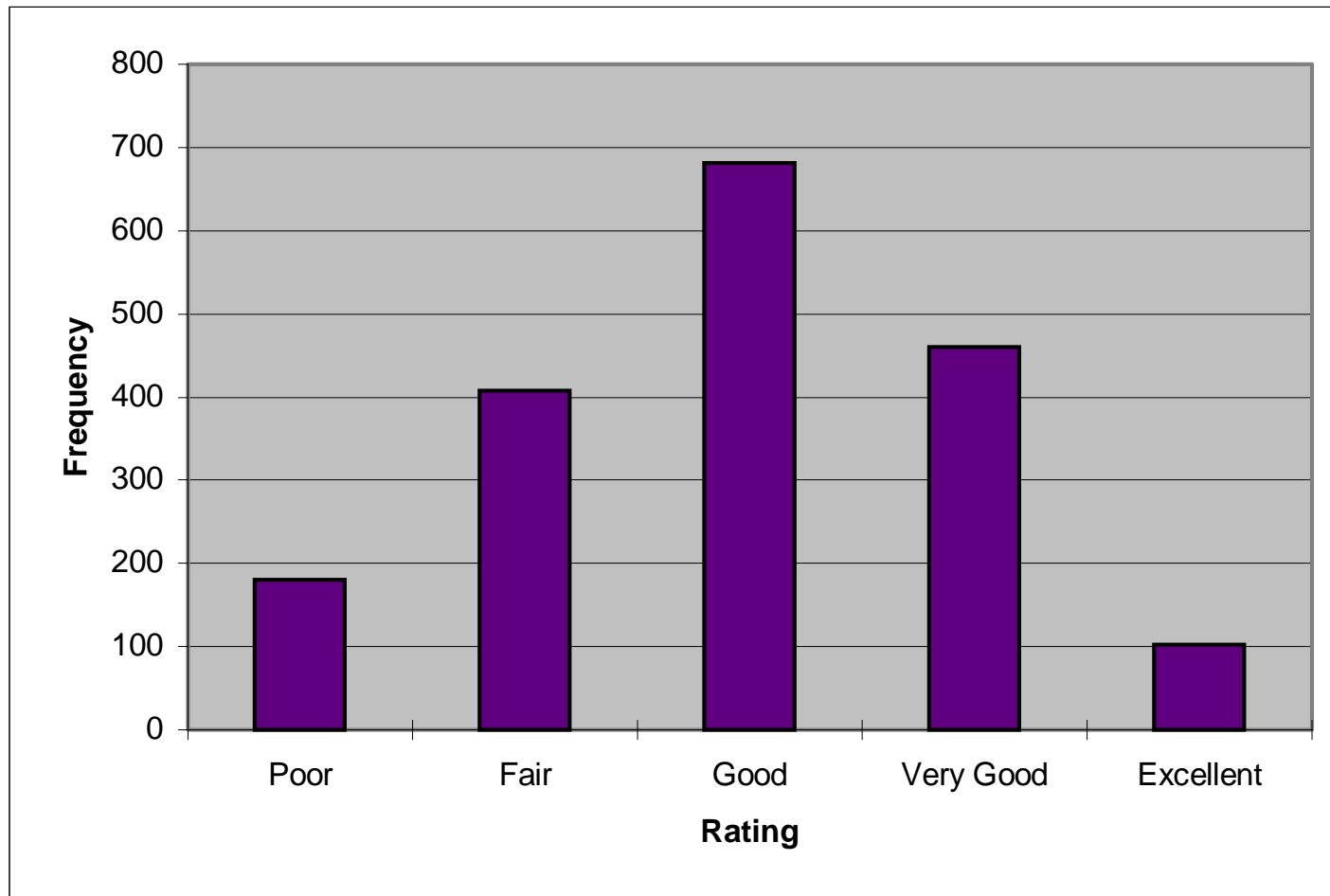
4. How did you view your level of participation? (cont'd)



5. How well will today's dialogue session aid your group in its day to day interactions?

Label	Frequency	Percent
Poor	180	9
Fair	407	21
Good	681	36
Very Good	460	24
Excellent	103	5
Missing	64	3
	<hr/> 1895	<hr/> 100%

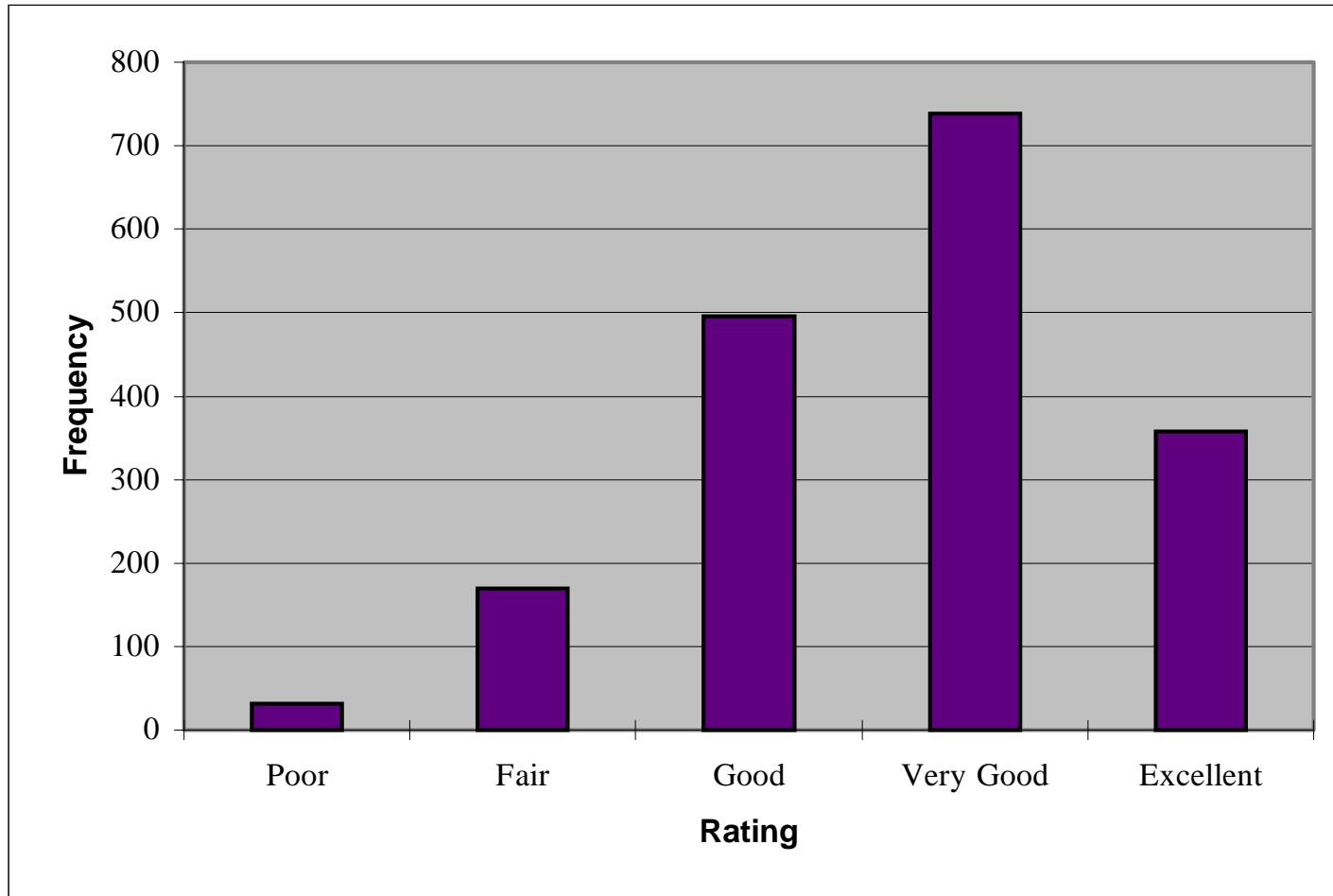
5. How well will today's dialogue session aid your group in its day to day interactions? (cont'd)



6. How well focused did the group remain during today's dialogue session?

Label	Frequency	Percent
Poor	31	2
Fair	169	9
Good	496	26
Very Good	739	39
Excellent	358	19
Missing	82	4
	<hr/> 1875	<hr/> 100%

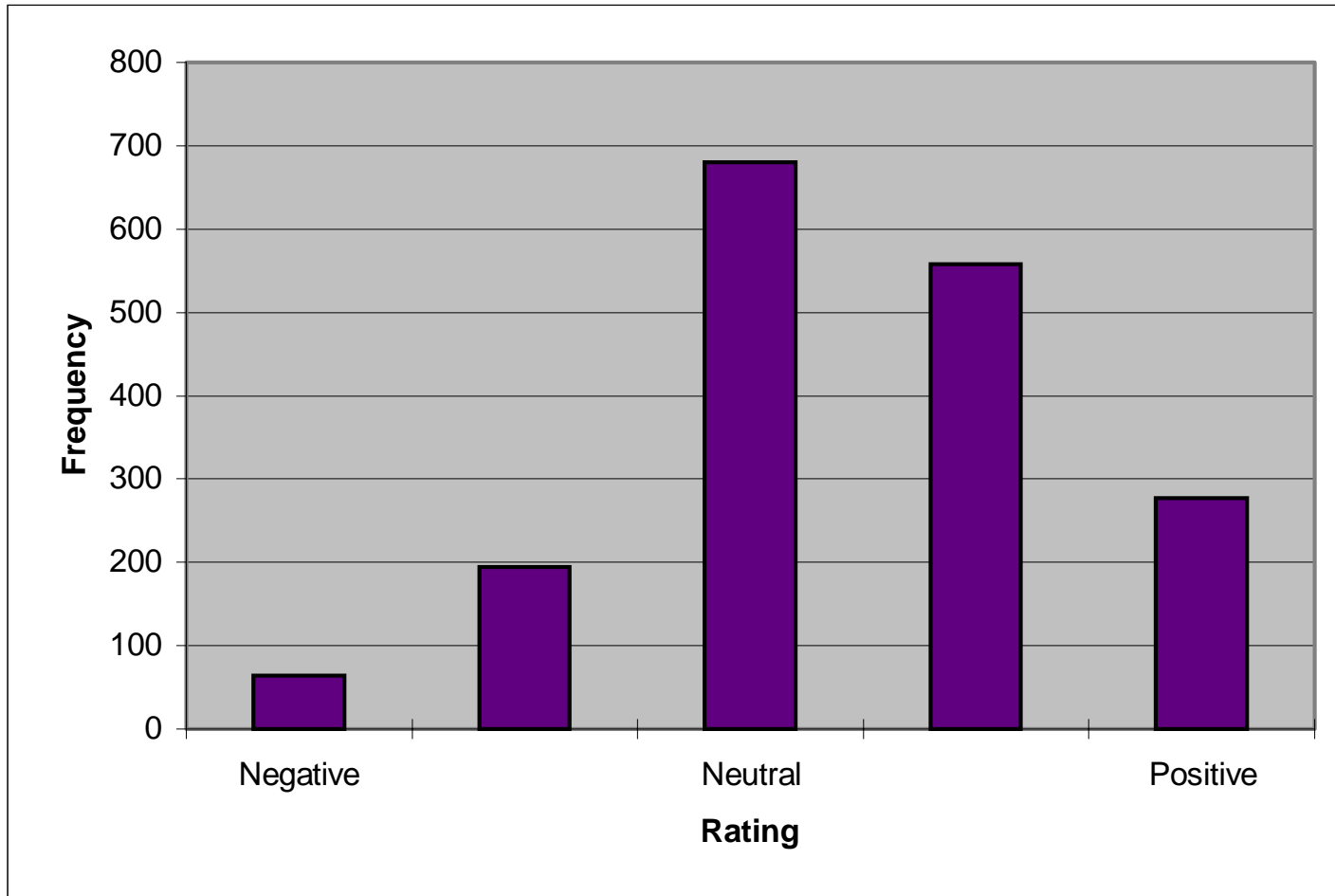
6. How well focused did the group remain during today's dialogue session? (cont'd)



7. How would you rate your experience?

Label	Frequency	Percent
Negative	64	3
	195	11
Neutral	680	37
	558	30
Positive	277	15
Missing	77	4
	<hr/> 1851	<hr/> 100%

7. How would you rate your experience? (cont'd)



Diversity Dialogue Session Topics

Calendar Year 1998

Topic

"O"-ness Within Our Group
2900 Organization Vision
5100 & 5120 Interaction
7500 Organizational Issues
7530 in the Context of LeRC
A Tale of O
Adapting to New Work Environment-Space Comm Program Work Structure
Affirmative Action
Age & Gender
Age Discrimination
Age Discrimination
Aging
Aging Workforce
Awards, Recognition and Promotions
Awareness and Understanding of Sexual Harassment
Balance Between Family and Work Life
Balancing Work & Home/Communications
Being an "O" in a Population of "X's"
Being in the Minority
Blue Eyed
Branch Concerns and The Truth About Hate

Media

A Tale of O

A Tale of O

Age & Attitudes/Invisible Rules
Age & Attitudes
Aging in America
Aging in America
Reverse Discrimination and Ageism

Family and Work
Communications Across Cultures
A Tale of O
A Tale of O

The Truth About Hate

Diversity Dialogue Session Topics

Calendar Year 1998

Topic

Branch Culture Post ODIN

Branch Mission & Vision

Branch Work Functions

Building a Group Identity

Building Relationships Between 5100 & 5600

Career Development: Minority Issues, Performance Appraisals, Work/Family

Career Opportunities/Promotion Issues

Change/Morale

Chinese Culture

Civil Servant/SSC Relationships

Civil Servants & Support Service Contractors Work Relationship Issues

Communicating a Mission

Communicating For Understanding

Communication Across Cultures/Stress - Balancing Home & Work

Communication Styles & Values Among Cultures

Communications

Communications and Teamwork with T.I.D.

Communications with the Branch/Division

Contrasting US & Japanese Business Culture/Disability Awareness

Core Values/Age/Race & Gender/Stereotypes

Media

Diversity Module 2 & 3

Working through Change

Fong Sai-Yuk

Dimensions of Behavior

Communicating Across Cultures

Communicating Across Cultures/Managing Job

Communications and Connections

Diversity Dialogue Session Topics

Calendar Year 1998

Topic

Creating Success for Business and People
Cultural History of GRC
DDS Planning
DDS: Why might they be needed, why might they be valuable
Dealing With Change Within the Division
Dialogue Practice & Issues Facing 7530
Different Human Learning Styles
Disability Awareness
Discrimination Due to Race, Gender, Disability
Diversity
Diversity
Diversity at Work
Diversity at Work
Diversity Dialogue Intro & Gender
Diversity in Lewis Work Environment; Diversity Issues at Lewis
Diversity in the Glenn Work Environment
Diversity in the Workplace
Diversity in the Workplace
Diversity Issues at Lewis
Diversity Issues in 6000
Diversity Issues in Our Organization

Media

Diversity Modules 1, 2, & 3

Disability Awareness
Diversity Module 1 & 2
Flashpoint: When Values Collide
Harness the Rainbow
Diversity at Work
Is it Always Right to be Right & Diversity at Work
Invisible Rules
Ames' DDG and Harness the Rainbow
Dr. Earls NLS Presentation
Creating Success for Business and People 1 & 2
Diversity at Work
A Tale of O

Harness the Rainbow

Diversity Dialogue Session Topics

Calendar Year 1998

Topic

Diversity of Backgrounds, Experiences, and Perceptions
Diversity of Neighborhood
Diversity of Values
Diversity of workgroup, improving the effectiveness of their organization
Diversity Perspective
Diversity Survey and Age Discrimination
Diversity Survey Issues
Diversity vs. Team Work
Diversity Within 0400
Diversity Within 0470
Diversity Within 0480
Diversity, Relationships, Organizational Change
Do We Have a Race Problem at LeRC?
Do We Have a Race Problem at LeRC?
Examining Differing Viewpoints & Attitudes About Race in America
Experiences of Discrimination
Exploration of Culture and Race
Exploring our Diversity
Exploring Our Heritage
Exploring the Diversity of Gender
Fair & Equitable Promotional Process for Everyone & People of Color/Women

Media

Flashpoint...When Values Collide

Blue-Eyed
Invisible Rules

Valuing Diversity: Diversity at Work
A Tale of O

Leadership & the New Science

Skin Deep
Racism Didn't End

Harness the Rainbow

Invisible Rules

Diversity Dialogue Session Topics

Calendar Year 1998

Topic

Flash Point: When Values Collide
Forecast of Promotional Opportunities for the new FY Across the Center
Four Layers of Diversity - Internal Dimension
Full Utilization of Skills/Mission, Vision
Fundamental Research vs. Applied Research
Gender
Gender
Gender
Gender & Teams
Gender Associated Communication Differences
Gender Associated Communication Patterns
Gender Based Issues
Gender Communication Within Teams
Gender Differences
Gender Differences
Gender Differences in Communications
Gender Differences in the Workplace
Gender Differences Within Teams
Gender Differences/Branch Mission
Gender Differences/Performance Appraisal/Balance of Work & Family
Gender Diversity

Media

Flashpoint: When Values Collide

Different People, Common Ground

Invisible Rules
Presentation on Gender Differences
The Power Dead Even Rule
Invisible Rules
Invisible Rules
Invisible Rules
Invisible Rules
Invisible Rules
Power Dead-Even Rule
Power Dead Even Rule
Power Dead-Even Rule
Invisible Rules
Invisible Rules
Power Dead Even Rule
Invisible Rules

Diversity Dialogue Session Topics

Calendar Year 1998

Topic

Gender Stereotype
Gender Working Relationships
Gender, Race, Disability
General Diversity
Glass Ceiling
Glenn History/Balancing Home & Workplace
Glenn History/Disability Awareness
Historical Perspective of Center's Culture
History and Communication
History Culture and GRC/Communications Across Cultures
History of DDS/Workforce Diversity
History of GRC - How it Will Help to Move to a Model Workplace
History of GRC, Emphasis on Diversity
History of GRC, the Culture and the DDS
History of GRC/Gender Differences
History of LeRC & DDS/Culture Survey
History of Lewis and Where to for this Organization
History of NASA Glenn and the DDS
History of Women
Horizontal Integration & Communication
How Can We Make DDS & Workforce Diversity Survey Valuable to Us?

Media

Bridges: Skills for Managing A Diverse Workplace
Invisible Rules
Diversity Modules 1 & 2
Harness the Rainbow

Disability Awareness

Communications Across Cultures
Workforce Diversity

Power Dead-Even Rule

Diversity Dialogue Session Topics

Calendar Year 1998

Topic

How Diversity Impacts our Lives
How do we handle our Diversity
How Safe Is Diversity Dialogue?
How to Balance Home and Work Life/The History of Lewis
How to Work Better as a Group
Impact of Diminishing Workforce, Increasing Workload
Impressions of South Africa
Improving Communication
Inclusion
Inclusion
Introduction to Dialogue & Diversity Dialogue
Introduction to Diversity Dialogue
Is LeRC More Polarized Since the Start of NLS
Issues of Trust and Open Communication
Learning Disabilities in Adults/Puerto Rican Culture
Male/Female Interactions
Managing Change
Materials Division Work Relationship with Program/Project Office
Men are From Mars, Women are From Venus
Men, Women and Teams

Media

Harness the Rainbow
Harness the Rainbow

Even Eagles Need a Push

Communicating Across Cultures

History of GRC, the Culture & the DDS
Harness the Rainbow

Learning Disabilities/Lifestyles in Puerto Rican
Invisible Rules

Men are From Mars, Women are From Venus Game
Invisible Rules

Diversity Dialogue Session Topics

Calendar Year 1998

Topic

Myers-Briggs Type Indicator
Native American Sports Mascots
Native Americans and "Chief Wahoo"
NLS & Diversity
Non-Verbal Communication
Oppression
Organizational Change
Our experiences with Diversity
Our Working Relationship with GLITeC
PACE Presentation
PC Roles/Responsibilities to management & workforce
Performance Appraisal/Balance of Work and Family
Personality and the Role it Plays
Personality Diversity
Planet Earth Game
Planning the Future of our Branch
Power Dead-Even Rule
Productivity/Diversity
Project Office vs. R&T
Project Office vs. Research & Technology
Promotion Opportunities and Diversity

Media

In Whose Honor?
Crimes Against Humanity/Diversity Training Involves
Dr. Julian Earls on NLS & Diversity
Differences in Communications Between Anglos and

Managing Change
Harness the Rainbow

Diversity Module video
Myers-Briggs
Myers-Briggs

7 Management Planning Tools

Team Building for Technical Professionals

Diversity Dialogue Session Topics

Calendar Year 1998

Topic

Promotion Practices
Promotions of Women and Minorities
Race
Race
Race
Race and Gender
Race and Gender as it Relates to Diversity
Race and Gender Differences
Race and Gender Issues
Race and Gender Issues
Race and Gender/Age Diversity
Race and Gender/Civil Servants & Contractors
Race and Gender/Disability Awareness
Race Relations
Race/History of LeRC
Race/Issues Between Technicians & Engineers
Racial Issues in the Workplace/Issues Between Managers & Engineers
Racism
Racism
Racism and SSC/CS Work Relationships

Media

Great Native American Nations
Harness The Rainbow
Skin Deep
Diversity Modules 2 & 4

Harness the Rainbow
Harness the Rainbow
Management Information and Gender Case Study
Skin Deep/Age and Attitudes

Invisible Rules/Disability Awareness
Law and Order: Blood
Skin Deep
Skin Deep

Blue Eyed
Racism Didn't End
Racism Didn't End

Diversity Dialogue Session Topics

Calendar Year 1998

Topic

Racism, Black and White
Racism: A Look at Dr. Nichol's Presentation
Recognizing Diversity Issues Around Us
Researchers & Technicians Working Together - ISO9000
Sexual Harassment in the Workplace/Personal Situations in the Workplace
Sexual Orientation as a Protected Category; Racially Threatening Graffiti
SSC/CS Relationships
SSC/CS Working Relations and Interactions
Stereotypes
Survey Results/Mission
Team Building
Team Work
Team Work
Technical Diversity
Telecommuting
The Age Wave
The Capsule Game
The History of LeRC/How to Create a Model Workplace
The Keirsey Temperament Sorter
The Search of Relationships at GRC

Media

A Time to Kill
Communicating Across Cultures
Blue-Eyed

Team Building for Technical Managers
Attitude Virus
Keeping the Vision Alive

Flashpoint: When Values Collide

Diversity Dialogue Session Topics

Calendar Year 1998

Topic

The Truth About Hate/Curing Negativity in the Workplace
Thoughts and Experiences with Race
Typical Profile of the LeRC Employee
Using Deming's 14 Points to Quality with our Workgroup
Values
Values: Personal and Organizational
Vision and Mission
What are the Most Important Race/Gender Topics for LeRC?
What are the Race Issues at LeRC
What Constitutes a Team?
What Current Race/Gender Issues Keep LeRC From Being a Model Workplace
What do you agree with in the video based on your own experiences?
What is our understanding of Diversity Dialogue and issues/concerns
When Values Collide
When Values Collide and Age & Attitudes
Why Isn't It Safe to Participate in DDS? What Would Make It Safe?
Why Some Minorities Are Not Applying for Promotions Opportunities
Work/Diversity
X's and O's
You Are What You Were When

Media

Skin Deep

Deming's 14 Points to TQ
Flashpoint
Flashpoint: When Values Collide

Harness the Rainbow
Keeping the Vision Alive

Racism Didn't End

Flash Point: When Values Collide

Workforce Diversity
A Tale of O
Flashpoint